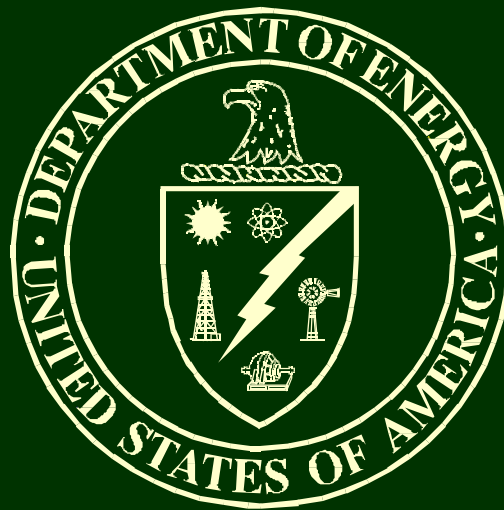


INSPECTORS GUIDE

Emergency Management Tabletop Performance Test



January 2001

Office of Emergency Management Oversight
Office of Independent Oversight and Performance Assurance
Office of the Secretary of Energy

Office of Emergency Management Oversight (OA-30)



Emergency Management Tabletop Performance Test Inspectors Guide OA-30/IG-02

January 2001

Preface

As part of an effort to enhance the appraisal process, the Office of Independent Oversight and Performance Assurance (OA) and the Office of Emergency Management Oversight (OA-30) have prepared a series of documents that collectively provide comprehensive guidance and tools for the evaluation of emergency management programs across the Department of Energy (DOE) complex. The OA Appraisal Process Protocol describes the philosophy, scope, and general procedures applicable to all independent oversight appraisal activities. The OA-30 Emergency Management Oversight Appraisal Process Protocols describes specific procedures used by OA-30 in planning, conducting, and following up emergency management inspections. This Emergency Response Tabletop Performance Tests Inspectors Guide

provides detailed information and tools to assist inspectors assigned to evaluate the capabilities and performance of emergency management programs in DOE. Although this inspectors guide is designed specifically for the OA-30 inspector, it is made available to the field through the OA-30 homepage and may be useful to field element and facility contractor personnel who conduct surveys or self-assessments of emergency management programs. OA-30 anticipates making periodic revisions to this guide in response to changes in DOE program direction and guidance, insights gained from independent oversight activities, and feedback from DOE Headquarters, field offices, and sites, as well as external stakeholders. Therefore, users of this process guide are invited to submit comments and recommendations to OA-30.

This page is intentionally left blank.

Contents

Acronyms	v	
Section 1. Introduction		
Purpose	1-1	
Concept of Tabletop Performance Tests	1-1	
Organization of Guide	1-2	
Section 2. Performance Test Preparation Activities		
General Information	2-1	
Purpose and Scope	2-1	
Selection of Program Elements to be Tested	2-2	
Use of Trusted Agent.....	2-4	
Scenario Development.....	2-4	
Document Review	2-4	
Tabletop Performance Test Objectives	2-4	
Scenario Selection	2-4	
Scenario Package	2-4	
Section 3. Performance Test Conduct		
Tabletop Setup and Initial Activities.....	3-1	
Conducting the Tabletop Performance Test	3-2	
Section 4. Performance Test Evaluation		
General Information	4-1	
Evaluation Criteria	4-1	
Evaluation Guidance	4-1	
Validating the Results.....	4-1	
Attachment 1 Management Checklist for Tabletop Performance Tests.....		A1-1
Attachment 2 Trusted Agent Instructions.....		A2-1
Attachment 3 Typical Tabletop Performance Objectives		A3-1
Attachment 4 Example Scenario Package.....		A4-1
Attachment 5 Sample Instructions for Participants		A5-1

This page is intentionally left blank.

Acronyms

CP	Command Post
DOE	Department of Energy
EAL	Emergency Action Level
EPIP	Emergency Plan Implementing Procedure
ERO	Emergency Response Organization
MSEL	Master Scenario Events List
OA	Office of Independent Oversight and Performance Assurance
OA-30	Office of Emergency Management Oversight
PSS	Plant Shift Superintendent

This page is intentionally left blank.

Section 1

INTRODUCTION

Contents

Purpose	1-1
Concept of Tabletop Performance Tests	1-1
Organization of Guide	1-2

Purpose

As part of an effort to enhance the appraisal process, the Office of Independent Oversight and Performance Assurance (OA) and the Office of Emergency Management Oversight (OA-30) have prepared a series of documents that collectively provide comprehensive guidance and tools for the evaluation of emergency management programs across the Department of Energy (DOE) complex. The OA Appraisal Process Protocol describes the philosophy, scope, and general procedures applicable to all independent oversight appraisal activities. The OA-30 Emergency Management Oversight Appraisal Process Protocol describes specific procedures used by OA-30 in planning, conducting, and following up emergency management inspections. The information in these documents is not repeated here and, therefore, these documents should be referred to when planning and conducting emergency management program inspections. In particular, the OA-30 protocol provides information regarding inspectors' responsibilities and an overview of inspection activities.

OA-30 has supplemented these protocols with a series of inspectors guides that inspectors can use to plan, conduct, and evaluate emergency management programs. These tools serve to promote consistency, assure thoroughness, and enhance the quality of the inspection process.

This inspectors guide, Emergency Response Tabletop Performance Test Inspectors Guide, provides guidance on planning, conducting, and evaluating emergency response tabletop

performance tests. These tests are typically used as part of the data collection activities performed during emergency management program evaluations (which are guided by OA-30's Emergency Management Program Inspectors Guide).

Concept of Tabletop Performance Tests

The tabletop performance test is a useful data collection tool for evaluating emergency management programs. It complements other data collection activities, such as interviews and document reviews, and has some advantages and disadvantages. An advantage is that it can be a fairly simple (and low-resource) method for gaining insight into the adequacy of response planning, personnel knowledge, and decision-making capabilities associated with specific situations or types of situations. A disadvantage is that it only tests part(s) of the emergency response and must be carefully conducted to ensure that it provides a good indication of emergency response organization (ERO) performance (e.g., that the performance is not unduly affected by the limitations of the scenario and scope of participation of the ERO).

Tabletop performance tests (or drills as they are sometimes called) can be performed in several different ways. For example, a single ERO position or an ERO team (a subset of the entire ERO organization) can participate; in addition, the tests can be suspended to provide training, can be conducted without interruption, or can be

interrupted to ask questions of the participants. OA-30 typically performs the tests without interruption. This guide provides instruction for preparing and conducting tabletop performance tests for both individual ERO positions and ERO teams.

Organization of Guide

This introductory section (Section 1) describes the OA-30's protocols and this inspection guide in general terms. Section 2 provides detailed guidance for preparing for tabletop performance tests, including developing performance test scenarios. Section 3 provides guidance on conducting tabletop performance tests, and Section 4 provides guidance on evaluating tabletop performance tests.

Section 2

PERFORMANCE TESTING PREPARATION ACTIVITIES

Contents

General Information	2-1
Purpose and Scope	2-1
Selection of Program Elements to be Tested	2-2
Use of Trusted Agent.....	2-2
Scenario Development.....	2-3
Document Review.....	2-3
Tabletop Performance Test Objectives	2-3
Scenario Selection.....	2-4
Scenario Package	2-4

General Information

The preparation for developing, conducting, and evaluating a tabletop performance test begins in the initial project planning for a site visit. For example, it is beneficial to identify the purpose of the test and the individual ERO positions and/or ERO teams to be tested in the evaluation plan. A checklist to help in scheduling the development, conduct and evaluation of the tabletop is provided in Attachment 1.

Purpose and Scope

The purpose and scope of the tabletop performance test is selected based on focus of the OA-30 inspection (site emergency management, transportation emergency management, etc.) and site specific knowledge of areas of concern from past OA-30, SO, or other DOE or outside agency evaluations.

The purpose should identify the program element to be evaluated, for example. The description of the purpose of the tabletop performance test should clearly indicate that the purpose is not to test an individual's performance but rather to obtain data on the capability (training and supporting tools, such as procedures) of a given ERO position.

The scope should identify the type of scenario, the ERO position(s) expected to participate, and the number of persons in each position expected to participate (more than one individual should be tested in order to provide an indication of how the ERO, rather than an individual, performs).

Two sample purpose and scope statements are provided below.

The purpose of the tabletop performance test is to assess the capabilities of site personnel responsible for the categorization and classification of a radiological emergency event as required by the site's emergency categorization and classification procedure(s) and associated emergency action levels. The participants will include personnel from three of the four shifts.

The purpose of the tabletop performance test is to assess the development and implementation of the reentry plan in response to a security initiated chemical release. The participants will include the emergency director, the supervisor's of each specialty team in the emergency operations center, and the incident commander. The tabletop will be repeated for personnel from two out of four shifts.

The purpose and scope of the performance tests should be provided to the site prior to the start of the inspection.

Selection of Program Elements to be Tested

Virtually any emergency management system position/function can be tested using tabletops. ERO positions and program elements, which are likely good candidates for tabletop performance tests, are listed in the tables below.

PROGRAM ELEMENT
Emergency Response Organization, including:
• Incident Command
• Activation and staffing of the ERO
• Senior Energy Official
Offsite Interfaces
Categorization and Classification
Notification and Communications
Consequence Assessment
Protective Actions and Reentry
Emergency Medical Support
Emergency Public Information
Termination and Recovery

ERO POSITION or ERO TEAM
Person responsible for categorization and classification
Shift Supervisor
Crisis Manager
Plume Modeler
Incident Commander
DOE Emergency Director
Security Supervisor/Shift Lieutenant
Supervisor of Hostage Negotiation Team
Consequence Assessment Team Supervisor
Recovery Manager
EOC Senior Managers (Emergency Director, Crisis Manager, supervisors of specialty teams)
Incident Command Staff
EOC Security Team
Recovery Team
Joint Information Center Managers
Field Monitoring Teams
Consequence Assessment Team

Use of Site Trusted Agent

OA-30 uses a site trusted agent (employee of site) to assist in: (1) selecting the tabletop performance test purpose, scope, objectives, (2) selecting and developing the tabletop scenario, (3) conducting the tabletop, and (4) validating results. The level of participation by the trusted agent during the conduct of the tabletop performance test will be at the discretion of site management. The site may elect either to have the trusted agent conduct the test, or to have OA-30 conduct the test while the trusted agent observes the activity. During the evaluation of performance, the trusted agent validates the findings, based on the site's plans, implementing procedures, and organizational structure.

The trusted agent should have detailed knowledge of the site's:

- Hazards assessments and/or surveys
- Emergency response organization
- Emergency plan
- Emergency plan implementing procedures.

Once the site has nominated a trusted agent, the OA-30 team leader or designee should begin coordinating with the trusted agent as soon as possible in the evaluation preparation process. Attachment 2 contains some general instructions for the trusted agent. The trusted agent is expected to keep all conversations, documents, tabletop planning and development, and other inspection information confidential between the inspection team members and the trusted agent.

The specific activities that the trusted agent may be used for include:

- Collection of site documents, plans, procedures, organizational charts, past exercise scenarios, past exercise evaluation reports, and other related site emergency management information
- Review of and concurrence with the tabletop performance test purpose and scope
- Review of and validation of, and concurrence with, the tabletop performance test objectives, with special attention to

ensure that terminology and references are accurate

- Recommendation of the tabletop scenario
- Assistance in the development of the tabletop master sequence event log (MSEL), timeline, and message injects
- Selection of persons to simulate other organizations for the decision-maker level tabletop
- Conduct or facilitation of the tabletop performance test
- Validation of the findings to ensure that they accurately reflect the site's terminology and emergency management system.

Scenario Development

Document Review

Review of site-specific documents will provide the tabletop developers the information required to tailor the tabletop performance test specifically to the site being assessed. The following are examples of the type of documents to review and information to be obtained.

Emergency Plan: Provides the developers the ERO configuration, duties, responsibilities and information flow.

Implementing Procedures: Provide detailed information flow, duties, and responsibilities for each function within the site's emergency management process.

Hazards Assessments: Provide the basis for selection of the tabletop scenario for the facilities of interest.

Data Outputs: Information on the methods and units of measure for data outputs. This will include meteorological equipment, field monitoring equipment, facility radiation and chemical alarms. This information will be used to ensure that the data provided during the tabletop is the same as that which will be used during actual event response.

Plume Model Plots: Provide developers field data of concentrations of hazardous materials

from postulated releases; should correspond with output from consequence assessment and field monitoring operations.

Past Exercise Evaluations: These reports will provide the developers the information needed to develop the final set of performance test objectives to ensure that the corrective action process used at the site is valid.

Tabletop Performance Test Objectives

The tabletop performance test objectives provide the foundation of the tabletop design.

These objectives specify, in measurable terms, the response actions that must be demonstrated to ensure the purpose of the performance test is accomplished. Objectives should meet the following three criteria:

- *Is the objective attainable?* Throughout the performance test development process, the scenario should be reviewed to ensure that the responders will have the opportunity to successfully demonstrate the objectives.
- *Is the objective clearly stated?* The objective should be as specific as possible, focus on the specific performance to be demonstrated, and be interpreted in the same manner by all users. A good check is to ask members of the scenario development team, "What do you expect the responders to do to meet this objective?"
- *Is the objective measurable?* The performance addressed by the objective should have observable and measurable indicators. Specific evaluation criteria should be developed by which evaluators will measure the performance. Where possible, the objectives should be tied to specific references in the site's emergency plan and procedures.

When developing measurable objectives, the terms and words that are used should be precise and carefully selected. OA-30 objectives should be developed to ensure as much subjectivity as possible is eliminated. When tied to plans and

procedures and written clearly and with measurable criteria, the resulting evaluation is more standardized and easy to defend.

A list of performance test objectives most commonly used in OA-30 tabletops is provided in Attachment 3.

Scenario Selection

Possible scenarios are selected from a review of the site's hazard assessment(s) or hazard survey(s). The scenario selection is limited to a scenario that can meet the tabletop performance test scope and objectives. For example, if the scope includes a person/ERO team with responsibilities for radiological detection and decontamination, a radiological scenario will be selected. If an performance test objective requires protective action recommendations to offsite agencies, a scenario that can generate a General Emergency is selected.

Scenario selection is coordinated with the site-trusted agent. This is done to ensure that levels of hazardous materials, operational processes, or other issues have not changed since the publishing of the hazards assessment/survey. The trusted agent will also be able to indicate whether additional safety systems, alarms, or procedures have been instituted. The goal is to ensure accuracy of the selected scenario, its indicators, and associated response.

Once the scenario has been selected and approved, the tabletop scenario can be developed.

Scenario Package

The scenario package may include the following components: scenario narrative; timeline of key scenario events, MSEL; and the message injects or cues associated with conveying performance test data. When the scope of the tabletop is limited to individual ERO positions, the timeline and MSEL are normally combined. The development process is not rigid. Developers may start with any of the three scenario component documents. An example of a

scenario package is provided in Attachment 4 for event categorization and classification.

A. Scenario Narrative

The scenario narrative is the “big picture” of the event, from pre-initiating event conditions through the end of the performance test. It forecasts the actions of the emergency response organization. The narrative can be useful for management review of the scenario package.

B. Timeline or Event Sequence

The timeline provides the sequence of major events, from the initiating event through the conclusion of the performance test. The timeline is normally used in tabletops directed towards the ERO teams. The performance test objectives can be tied to the major events, allowing the developers to ensure that opportunities to meet all objectives are contained in the timeline and providing the tabletop evaluator a way to watch for specific objectives being demonstrated during the conduct of the tabletop.

C. MSEL

The MSEL provides a more detailed sequence of events. These events are tied to the insertion of problems, information, and data by the tabletop facilitator.

A basic methodology for developing the MSEL is to identify the function being evaluated and outline the response in accordance with the emergency procedures, including the information that is required for the responder to take the desired actions. This information is the data that supports the performance test scenario and will be provided in the initial scenario information, cue cards, or earned information.

Determine how the responder receives the data (visual, alarms, radio, telephone, verbal instructions, etc.). For each data input, develop a cue card or message, or tag it to go into the tabletop introduction that sets the tabletop scenario stage. Indicate on the MSEL the cue card identification number.

D. Message Injects and Cues

Message injects and cues are used to give test participants any data that is needed to support the test scenario—for example, “The west door alarm went off at 7:15,” or “A staff member in Building 311 reported the smell of smoke.” Such statements are developed along with the scenario and, as noted, are indicated on the MSEL. This information is usually conveyed by

means of a verbal message, although more sophisticated means may be used.

In addition to scheduled messages, “earned” information is often developed in conjunction with the test. For example, the statement that “A staff member in Building 311 reported the smell of smoke” might be presented *only if* the test participant asks about the status of Building 311.

This page is intentionally left blank.

Section 3

PERFORMANCE TEST CONDUCT

Contents

Tabletop Setup and Initial Activities	3-1
Individual Performance Test Preparation Activities	3-2
Team Performance Test Preparation Activities	3-2
Conducting the Tabletop Performance Test	3-2
Administering the Individual Position Performance Test	3-2
Administering the Tabletop for ERO teams.....	3-2

Tabletop Setup and Initial Activities

Preparation activities vary in the level of sophistication and required detail between the individual and ERO team-style tabletops. This section outlines the activities that are necessary for successful conduct of both styles.

Individual Performance Test Preparation Activities

Individual-style tabletops are normally conducted in the workplace where the participant conducts his/her emergency management duties. The participant is expected to use all response/decision-making tools and references that are located in this workplace. They may be allowed to use other staff members assigned duties in the workspace who would normally be available to provide support. The inspector and site trusted agent should make the decision during the preparatory phases for the inspection. In addition, the site should determine whether the tabletop may occur during the individual's normal watch period.

Prior to the conduct of the tabletop performance tests, the OA-30 team member responsible for the tabletop, in conjunction with the trusted agent, should ensure that all materials necessary to conduct the tabletop are available (maps, charts, forms, message injects, etc.).

In addition, prior to the conduct of the tabletop, the OA-30 team member responsible for the tabletop and the site trusted agent should rehearse the test in detail to ensure that all expectations and ground rules are understood and adhered to during the conduct of the tabletop.

Team Performance Test Preparation Activities

There are two types of ERO team tabletops. The facilitated or moderated tabletop is conducted in the same manner as the individual ERO position tabletop with the facilitator providing all the cues and scenario inputs. The preparation for this type of tabletop is the same as the individual-style tabletop.

The second type of ERO team tabletop contains a simulation cell, which is a remote location where the event scenario and response activities are simulated. The facilitator (trusted agent or OA-30 team member) provides the ground rules, and the scenario scene is set up. Once the scenario is initiated, the facilitator coordinates the input of information with the simulation cell. The preparation activities are more extensive with this style of tabletop performance test. The individuals assigned as the simulation cell members must be identified, trained, and rehearsed. The facility to be used by the simulation cell has to be selected, and sufficient communications (radio, telephone, and fax) have

to be installed so that the participants receive and send information in the same manner that they would in their respective positions during an actual emergency.

The day before the tabletop, the simulation cell and the tabletop performance test participant location (if other than the emergency operations facility) have to be set up. Each position in both locations should be identified with a nameplate or tent. When using a tabletop setup other than the emergency operations facility, the room should be configured to ensure that ERO groups are positioned in the same proximity as they would be in their actual facility (e.g., the consequence assessment group should sit together).

Telephone directories will have to be verified to ensure that both the participants and the simulators can communicate accurately. Communication lines should be tested the day before the tabletop performance test and the morning of the performance test.

Once the simulation and performance test rooms have been configured, a rehearsal will be conducted. All simulation cell personnel will be present. During the rehearsal, the simulators will verbally discuss their actions with the facilitator instead of using the communications network.

Conducting the Tabletop Performance Test

Administering the Individual Position Performance Test

The tabletop is usually conducted in the ERO member's emergency response workspace. This may be the Plant Shift Superintendent office, the emergency operations facility, or the incident command vehicle. Once the individual participant has arrived and introductions made, the OA-30 evaluator will brief the participant on the purpose and scope of the tabletop and provide him/her with a written set of "ground rules" (see Attachment 5).

After answering any questions, the facilitator will present the general scenario situation. This may include the time of day and day of week (normal or off-hour operations), special operations being conducted onsite, security alert levels, and other general site and facility information.

Once the facilitator, the evaluator(s), and the participant are ready, the first message (cue) is given to the participant. This start time is recorded. The facilitator will continue to provide messages to the participant either as earned information or scripted information. The evaluator will record the participant's response and the time of occurrence. "Time-outs" may have to be provided to permit transaction of site business if the tabletop occurs during the interviewee's watch period. However, every effort should be made to minimize this (for example, by having the site arrange for backup support for the individual during the test). Note: Plant and personnel safety is the highest priority. Tabletop tests will be stopped if plant events warrant action by any personnel involved in the tabletop test.

If the participant does not earn critical information that is required to keep the tabletop on track or schedule, the facilitator may provide the information when sufficient time has elapsed. The OA-30 team member will note that this information was not earned.

Once the tabletop performance test has provided the participant the opportunity to meet the performance test objectives, the tabletop will be concluded. A general critique can be conducted as described in Section 4, but a rating or pass/fail evaluation will not be provided.

Administering the Tabletop for ERO Teams

This style of tabletop is conducted either in the ERO team emergency workspace or in a conference style room configured to represent the organizational structure, with teams placed as teams. More than one room may be used if

the ERO teams would normally not rely on face-to-face communications during an event.

The OA-30 evaluator should read the tabletop instructions to set the general tabletop stage (see Attachment 5). The facilitator will instruct the participants in the communications protocols, e.g., using telephone directories to the simulation cell or directing communications from each specialty team via one person to the appropriate recipient. For example, consequence assessment team members will discuss their recommendations on protective actions. The consequence assessment team leader will provide the recommendation to the emergency director.

A. Tabletop Without Simulation Cell

The facilitator conducts this type of tabletop performance test in the same manner as the

individual-style tabletop. The facilitator directs messages to the person/team that will receive the information in accordance with the site's emergency plan and procedures. The facilitator controls communications between the various team(s) to simulate the communication networks at the site.

B. Tabletop with Simulation Cell

The facilitator's role changes in this style of tabletop. In general, the facilitator does not communicate with the participants once the scenario stage is set. The facilitator's primary responsibility is to coordinate the input of data via the simulation cell. Additionally, the facilitator may need to periodically remind the participants to verbalize their actions so they can be correctly recorded.

This page is intentionally left blank.

Section 4

PERFORMANCE TEST EVALUATION

Contents

General Information	4-1
Evaluation Criteria.....	4-1
Evaluation Guidance.....	4-1
Validation of the Results.....	4-1

General Information

This section provides information on how the results of the data collected during the tabletop performance test may be used to support evaluations of the site's emergency response program.

Evaluation Criteria

OA-30 conducts its emergency management program evaluations using inspectors guide OA-30/IG-01, Emergency Management Program Inspectors Guide. OA-30/IG-01 incorporates the performance criteria from DOE Guide 151.1-1, Volume VI, *Emergency Management Evaluations*. These performance criteria should be used when evaluating the performance test results. In addition, for a number of program elements, OA-30/IG-01 provides guidance on performance issues that may be evaluated during tabletop tests. OA-30/IG-01 also provides guidance on how to integrate the performance test results with other data collection efforts to determine the effect of any deficiencies in the program and to determine a rating for the program element.

Evaluation Guidance

The purpose of the test should not be to test an individual's performance but rather to obtain data on the capability (training, supporting tools, procedures) of a given ERO position. Therefore, any individual performance problems should be evaluated to determine possible causes of the

problem. For instance, the root cause might be a lack of training or insufficient procedural guidance. In addition, the inspector should be sensitive to the possibility that the problem is an artifact of the artificiality of the tabletop performance test.

Validation of the Results

Validation is the process OA-30 inspectors use to verify the accuracy of the information they have obtained during data collection activities. OA-30's validation procedures, which are discussed in detail in the OA-30 Appraisal Process Protocols, include on-the-spot validations, daily validations, and summary validations.

The validation strategy provides site personnel with multiple opportunities to verify the factual accuracy of data and information collected by team members at various stages of the actual appraisal process. In using any of the validation methods, team members must be very candid about issues in order to provide those being evaluated with a chance to respond. These interactions often are of significant value to the site because they provide a means for OA-30 to share the perspective gained from other sites in the complex.

Validation of performance testing begins with the development of the objectives where expectations for the performance test results are developed. The inspector should ensure that the expectations are reasonable. Following the

performance test, the inspector should discuss observations with the site trusted agent to validate the observations. In addition, the inspector may choose to discuss observations with person(s) serving in the position being evaluated in order to understand why certain actions were taken and to ensure that no critical actions were performed without being observed by the inspector.

The inspector should provide results of performance tests to the team leader after each

of the tests in case the team leader wishes to discuss/validate the results during daily meetings. Note: Typically more than one person is tested in order to provide a better picture of capabilities of the ERO position (rather than individual performance), and care should be taken to not present an incomplete representation of OA-30's observations. After all the performance test are completed, the team leader should discuss the results during a daily meeting.

ATTACHMENT 1

MANAGEMENT CHECKLIST FOR TABLETOP PERFORMANCE TESTS

This checklist is provided to assist the OA-30 inspection team leader in managing the tabletop scheduling and development process.

Initial Preparation (6-8 weeks in advance of assessment)
Team leader assigned
Team leader submits letter to the site informing them of the inspection and requesting a trusted agent (see Attachment 2)
Pre-scoping Visit (2-3 weeks in advance of assessment)
Site acknowledges the letter and assigns a trusted agent
Responsible team member conducts telephone interview with trusted agent
Hazards assessment/survey, emergency plan, and previous site exercise scenarios received and reviewed
Plans and procedures reviewed by team members
Responsible team members provide input to the performance test purpose, scope, and objectives
Tentative scenario selected
Scoping Visit
Tentative tabletop purpose, scope, objectives, and scenario reviewed and concurred with by the trusted agent
Draft tabletop scenario reviewed by team leader and submitted to the trusted agent for concurrence
Trusted agent concurs with tabletop package
Day Before Tabletop
Rehearse with trusted agent
Set up room for decision making team tabletop; inspect work area for individual tabletop
Assemble and brief simulation cell for decision-making team tabletop
Conduct Tabletop
Facilitator and OA-30 inspector conduct critique with participant(s)
Facilitator and OA-30 inspector meet to discuss performance and validate initial findings

This page is intentionally left blank.

ATTACHMENT 2

TRUSTED AGENT INSTRUCTIONS

In order to accurately evaluate a site's emergency management program, OA-30 develops performance tests in coordination with a site trusted agent. The role and duties of the trusted agent are:

- Assistance in collection of site documents, plans, procedures, organizational charts, past exercise scenarios, past exercise evaluation reports, and other related site emergency management information
- Review of and concurrence with the tabletop performance test purpose and scope
- Review and validation of, and concurrence with, the tabletop performance test objectives, with special attention to ensure that terminology and references are accurate
- Recommendation of the tabletop scenario
- Assistance in the development of the tabletop MSEL, timeline, and message injects
- Selection of persons to simulate other organizations if deemed appropriate for tabletop
- Conduct or facilitation of the tabletop performance test
- Validation of the findings to ensure that they accurately reflect the site's terminology and emergency management system.

The trusted agent is expected to keep all conversations, documents, tabletop planning and development, and other inspection information confidential between the OA-30 inspection team members and the trusted agent. The release of the information prior to the inspection may result in an inaccurate reflection of the site's program.

This page is intentionally left blank.

ATTACHMENT 3

TYPICAL TABLETOP PERFORMANCE TEST OBJECTIVES

Individual ERO Position Tabletop Performance Test Objectives:

- ❑ Categorize and classify the emergency event
- ❑ Determine initial protective actions
- ❑ Make initial notifications within 15 minutes
- ❑ Determine protective action recommendations
- ❑ Activate the emergency response organization
- ❑ Sound warning sirens
- ❑ Establish a security cordon around the event scene
- ❑ Request mutual aid
- ❑ Integrate mutual aid into the emergency response
- ❑ Activate emergency response facilities (technical support center, emergency operations center, joint information center, etc.)
- ❑ Use checklists, procedures, or other performance aids

ERO Team Tabletop Performance Test Objectives:

- ❑ Develop and continually update the plume model projection
- ❑ Develop and implement a re-entry plan
- ❑ Establish communications with onsite and offsite organizations and agencies
- ❑ Establish and maintain accurate information flow between onsite and offsite agencies
- ❑ Continuously evaluate protective actions

This page is intentionally left blank.

ATTACHMENT 4

EXAMPLE SCENARIO PACKAGE

This attachment contains an example scenario test package for a simple performance test.

Objective: Given notification of an event, the Plant Shift Superintendent (PSS) classifies the event in accordance with Emergency Plan Implementing Procedure (EPIP) 1003, *Categorization and Classification*.

Narrative: A fire alarm is received in facility radiological waste storage (simulated). The PSS is expected to walk over to panel to investigate alarm and then perform initial response actions (such as dispatching fire department if they aren't automatically dispatched). The PSS should categorize and classify the event based upon procedure requirements, initiate protective actions, and make necessary notifications.

MSEL: See table below. Note: All Cues (except Cue #1) will be provided after the individual participating in the tabletop performs actions (e.g., requests the information or looks at indicators) that would result in that information being available to him/her in an actual event. However, the facilitator may find it necessary to provide a Cue if the participant does not perform these actions in the time needed to complete the tabletop activities.

SCENARIO INPUT (VERBAL OR TEXT MESSAGE)	EXPECTED OUTCOME
Cue #1: You have just received a fire alarm annunciation on panel X. Demonstrate your actions and verbalize your thought processes.	PSS looks at the panel to identify the building that caused the alarm.
Cue #2: [Give after the PSS checks the alarm panel] "The alarm is at the radiological waste storage facility."	<ul style="list-style-type: none"> - PSS starts an event log - PSS pulls out the <i>PSS Emergency Checklist</i> (in accordance with EPIP 100X, <i>Emergency Operations</i>)
Cue #3: You have just received radio reports that the Fire Department and Security are responding to the scene. Fire will arrive in 2 minutes and security in 3 minutes.	<ul style="list-style-type: none"> - PSS pulls the EAL Book and begins to identify the facility specific emergency action level (EAL), in accordance with EPIP 1003, <i>Categorization and Classification</i>.
Cue #4: You have just received a telephone call from the facility manager at the radiological waste storage facility. The following information was passed before the manager evacuated the building: "The fire alarm has sounded in the radiological waste storage facility. I believe that the fire is in the West End of the building. Evacuation of personnel is in progress. I will call you back from the assembly point or incident command post in about 10 minutes".	<ul style="list-style-type: none"> - PSS evaluates the radiological waste storage facility EAL and determines the information necessary for categorization and classification (in accordance with EPIP 1003) <p>Note: The EAL states that any fire in the facility should be categorized as an operational emergency.</p> <ul style="list-style-type: none"> - PSS pulls out the Emergency Notification Form and begins to fill in the information in accordance with EPIP 100Y, <i>Emergency Notifications</i>

SCENARIO INPUT (VERBAL OR TEXT MESSAGE)	EXPECTED OUTCOME
<p>Cue #5: The facilitator will simulate the Fire Chief/Incident Commander. The following information may be passed.</p> <ul style="list-style-type: none"> ❑ The Command Post (CP) is established at the corner of East and West streets. ❑ Initial assessment is there is a major fire in the west end of the building. ❑ Monitoring equipment is being set up for CP monitoring. No readings are available as of yet. ❑ The fire is expanding. Flame is coming out of the roof in two spots. ❑ I'll get back to you after we have the initial assessment and fire attack plan ready. 	<p>The PSS classifies the event as a general emergency in accordance with EPIP 1003, <i>Categorization and Classification</i>.</p>
<p>Cue #6: You have just received a radiation alarm.</p>	<p>When the PSS looks at the correct panel, tell the PSS that it is the high level alpha alarm from the effected facility.</p>
	<p>The PSS classifies the event as a general emergency in accordance with EPIP 1003, <i>Categorization and Classification</i>.</p>
<p style="text-align: center;">End of exercise</p>	

ATTACHMENT 5

SAMPLE INSTRUCTIONS FOR PARTICIPANTS

1. The purpose of the tabletop performance test/drill is to collect data on the capability of this ERO position to perform its duty(ies). This technique is being used as a means of determining the availability of instrumentation, equipment, analytical tools, procedures, references, and other facility-related equipment. It is not a test of your individual skills; rather, it is a fact-finding effort to determine the adequacy of available tools such as procedures and equipment, and the adequacy of the training, drills, and exercises to prepare you to perform your assigned duties.
2. You will be presented a hypothetical scenario. During presentation of the scenario, utilize appropriate procedures and other documentation, describe your actions, issue orders as though the balance of response forces were available, and fill out forms applicable to your actions.
3. Do not operate any plant equipment or communicate with personnel not involved in the tabletop test/drill. You may obtain information from indicators, monitors, etc. as long as the steps needed to obtain that information will not affect any plant operations.
4. Do not perform response activities such as notifications. Simulate communications with other response units by communicating with the trusted agent who will play the part of any person you may wish to contact. Mark any papers you prepare with, "This is a Drill."
5. I would like your agreement to maintain the discussions held here today in strict confidence, i.e., do not discuss any portion of what happens here today with any of your associates, until after completion of the team visit.
6. Please understand that I may have only general knowledge of your facilities, their design, procedures, organization, and facilities. Ask for additional information or clarification if you do not understand the information being presented.
7. To avoid confusion, not every indication or piece of information associated with the event scenario will be presented. Rather, only the substantive items necessary for response decision-making will be provided. I am only interested in your activities as an emergency responder.
8. Do not concern yourself with the realism or probability of events postulated to you in the hypothetical scenario. There are no tricks to the scenario. I am simply trying to exercise the "standby" Emergency Management System.
9. Since some activities are time sensitive, I will be observing clock times associated with some of your decision-making activities.
10. Upon completion of this test/drill, please turn in any materials, notes, notification forms, chronologies, etc.
11. Any questions?

This page is intentionally left blank.